



# BUILDING A STRONGER FEDERAL WORKFORCE THROUGH DEI



***Building a Stronger Federal Workforce Through DEI***  
**2021 SFEB Associates Project**

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The SFEB Associates would like to thank the Advisors to the program, members of the SFEB Executive Leadership Council, and our agencies for their support of this project. We also thank the numerous federal employees in the Seattle area and beyond who participated in the project and enthusiastically engaged in DEI work alongside the Associates.

## EXECUTIVE SUMMARY

The Seattle Federal Executive Board (SFEB) Associates Program provides federal employees the opportunity to develop leadership competencies through a variety of experiential learning tasks over the course of two years. The main component of the Program is a year-long group project initiated and led by Associates that is designed to meet the following four criteria:

1. Contributes to Associate leadership and learning
2. Adds value to the federal community
3. Adds value to the wider community
4. Feasible within the Program's resources

This year's project was selected through a consensus-based decision-making process in which 15 project proposals were evaluated by the Associates. The consensus on the project idea was arrived at during the February Associates meeting and refined further at subsequent meetings, and ultimately presented to the Executive Leadership Council in June 2021. The project's focus is to further Diversity, Equity, and Inclusion (DEI) awareness and implementation efforts within the federal workforce. In March 2021, the Associates formed a project work group consisting of two Project Managers and three sub-teams, each with a Team Lead. The Associates also developed a detailed project schedule, with a target date to complete the project in October 2021.

The Associates decided, through consensus, to name the project *Building a Stronger Federal Workforce Through DEI* and established the following:

**Vision Statement:** *To support Executive Branch DEI efforts and help build a federal government that reflects those it serves.*

**Mission Statement:** *To prioritize DEI within the federal community by creating an interactive space for employees to learn and ask questions.*

**Goals:** *To provide federal employees with opportunities to provoke thought, extend conversations, and inform current practices related to DEI in the federal workplace and community. The achievement of this goal is pursued through a series of educational and interactive workshops and the creation of a DEI "toolbox" resource.*

The conception of our project was partly informed by increasing American awareness of persistent, systemic racism and resulting disparities and the potential of the federal government to play an important part in addressing them—owing to its size, breadth, reach, and diverse stakeholder involvement. From the onset, the Associates agreed on the idea of supporting federal agencies in achieving a federal workforce representative of the diversity of the nation. Working to maximize scope and impact within the constraints imposed by the COVID-19 pandemic, the Associates determined thoughtfully-designed, facilitator-assisted workshops to be the best method to attain project goals.

## INTRODUCTION AND BACKGROUND

In order to best achieve the vision, mission, and goals of the Associates, a robust set of challenging and interactive workshops were planned for October 2021. Potential DEI topics and areas of emphasis vary widely and, due to increased awareness, there is no shortage of pre-developed DEI trainings on specific topics prepared for general audiences available. The Associates sought something different, something more engaging, and something more in step with the needs of the federal workforce.

This required contextual research, reflective thinking of Associates' individual professional experiences, and consultations with subject matter experts. This work was headed by the Planning Team and resulted in an impactful plan for four workshop sessions that began with an exploration of DEI values at the individual-level and progressively built toward sessions supporting DEI efforts in federal agencies through employee groups and outreach, recruiting, and hiring.

The Organization Team was instrumental in guiding the project between the planning and execution phases by advertising the event sessions effectively, reaching diverse stakeholders, and creating an easy, efficient registration process. The Organization Team designed and distributed event flyers, set up and managed the event registration portal, tracked registration metrics, and assisted with technical details related to the online event platform.

With planning and organization in place, the mission of the Implementation Team included executing event logistics, session hosting duties, and gathering and assembling toolbox material. These efforts resulted in engaging, smooth-running events and a well-designed repository of DEI learning and content that provide valuable resources beyond the project's formal conclusion.

Second-year Associates came to this project with some experience in virtual event hosting, albeit involving more straightforward subject matter within a more scripted context. The majority of first-year Associates had no previous exposure to this project's scope of effort. With respect to DEI subject matter knowledge, Associates also entered the project with differing levels of exposure: some served in agency DEI workgroups and came well-versed in terminology and challenges encountered in DEI implementation, while others possessed limited prior knowledge of DEI initiatives and mechanics in the workplace. Through the course of the project—and irrespective of Team assignment—Associates experienced learning and professional growth opportunities in practical project administration as well as substantive exposure to DEI subject matter.

## PROJECT MANAGEMENT TEAM

The project was managed by two SFEB Associates, Shannon De Jong and Jeremy Mott. The Project Managers divided up responsibilities for the project event based on component parts of a successful event. The PMs briefed Associates on the proposed responsibilities of the Planning

(content exploration, facilitator search, outline of session topics); Organization (event advertisement and registration); and Implementation (toolbox development, day-of session logistics) teams. Associates self-selected into these groups and chose Team Leads. The Project Managers monitored completion of project objectives using tools such as a master schedule, task logs, and weekly team meetings. Project documents were continually updated and shared with all team members through email and a shared Google Drive, which was used as a repository for various project documents and information. For the March 2021 Associates meeting, the PMs arranged for a “DEI baselining” training to ensure all Associates had a primer on relevant terminology and current topics.

## RESOURCE MANAGEMENT

<b>Project Management</b>	
Shannon De Jong and Jeremy Mott	
Role	Major Tasks Completed
<ul style="list-style-type: none"> <li>• Responsible for overall management of project planning, execution, budget, scope management, and risk management</li> <li>• Ensure that teams have clearly delineated and assigned roles and responsibilities</li> <li>• Have authority to direct and delegate tasks to teams and Team Leads</li> <li>• Serve as primary points of contact for the project</li> </ul>	<ul style="list-style-type: none"> <li>• Tracked and monitored overall Project progress and performance</li> <li>• Maintained files and records of all pertinent project data</li> <li>• Established and monitored Master Schedule</li> <li>• Tracked and monitored performance of tasks and responsibilities by teams and Team Leads.</li> <li>• Reported project status and other updates to Associates, Advisors, and the ELC</li> <li>• Drafted and obtained Associate approval of a detailed and comprehensive Project Management Plan document</li> <li>• Liaised with event stakeholders (facilitators, panelists, and keynote speakers) to streamline communication</li> <li>• Steered session content and direction to align with Associates project “four quadrant” objectives, in particular to ensure relevance for federal participants</li> </ul>

<b>Planning Team</b>	
Martin Merz – Team Lead Rachelle Martz Robin McCarty	
Role	Major Tasks Completed
Responsible for initial event and session planning; developing early content ideas; finding and securing event facilitators; laying	<ul style="list-style-type: none"> <li>• Developed topics and planning for event sessions</li> </ul>

event-level groundwork to ensure progress and handoffs to PMs and other teams	<ul style="list-style-type: none"> <li>• Researched and recommended event facilitators capable of tailoring and delivering relevant DEI content</li> <li>• Proposed and obtained Associate approval on general content and scope of approach</li> </ul>
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<b>Organization Team</b>	
Andrea Diangco – Team Lead Leanna Temple Cassandra Walter Rebecca Ullian Ebonee Blair	
Role	Major Tasks Completed
Responsible for developing and distributing advertising and marketing material for general event and specific sessions; responsible for identifying suitable event registration site and administering participant registration for all sessions	<ul style="list-style-type: none"> <li>• Researched event registration platforms, determined the most effective for project needs, and used Eventbrite to build event registration site</li> <li>• Created and distributed general event and session specific marketing materials and maintained social media presence</li> <li>• Provided technical logistic support and up-to-date details of participant registration</li> </ul>

<b>Implementation Team</b>	
Kayleigh Somers – Team Lead Nate Hans Meghan Moonesinghe Megan Hudson Heidi Scheibner	
Role	Major Tasks Completed
Responsible for event toolbox research and development; distribution of session reminder emails; and active event logistics during the sessions	<ul style="list-style-type: none"> <li>• Gathered topical DEI resources for inclusion in project toolbox</li> <li>• Created project toolbox and distributed it post-event to all participants</li> <li>• Developed and distributed detailed “Day-Of” plans for clarity of session roles and timing</li> <li>• Provided lead logistic MC support for sessions</li> </ul>

The PMs determined that dividing teams strictly by functions may have resulted in siloed effort and less cohesiveness. Important handoffs were inevitable between teams as the project progressed, and the PMs and Team Leads assigned representatives from each team to specific event sessions to aid in communication, handoffs, and continuity.

## SCOPE MANAGEMENT

***Project Goal: To provide federal employees with opportunities to provoke thought, extend conversations, and inform current practices related to DEI in the federal workplace and community. The achievement of this goal is pursued through a series of educational and interactive workshops and the creation of a DEI “toolbox” resource.***

### Virtual Event

- A month-long DEI event consisting of four sessions held every week in October 2021
- Held virtually on Zoom
- Associates work cooperatively with professional facilitators to run sessions
- Sessions are interactive and collaborative, and draw from a broad mix of federal agencies
  - Session 1: *From Empathy to Action with a Mindset of Progress, not Perfection*
  - Session 2: *The Link Between Culturally Competent Individuals and Culturally Competent Institutions*
  - Session 3: *Starting, Supporting, and Sustaining an Agency DEI Group*
  - Session 4: *Federal Outreach, Recruiting, and Hiring in Alignment with Executive Branch Priorities on DEI*

### Content delivery and session structure

- Sessions 1 and 2 are workshop-oriented and focus on DEI concepts at an individual level
- Sessions 3 and 4 consist of a keynote speaker presentation and a facilitated panelist discussion, and focus on DEI concepts at an organizational and institutional level

### Audience

- All sessions are open to all federal employees
- Event session advertising is specific and descriptive—participants are encouraged to enter the event based on their interests and needs
- Participants can attend any number or combination of sessions
- Sessions 3 and 4 are more targeted toward federal managers and include a greater emphasis on practical discussions of DEI implementation within organizations/agencies

### Toolbox

- An organized and cross-linked compendium of DEI content and federal-specific resources adds value to the project, post-completion
- Toolbox resources consist of facilitator-provided content and collected DEI policy, guidance, and frameworks from federal agencies
- The interagency positioning of the SFEB places the toolbox resources in an expected and accessible location for regional federal agency use

## RISK MANAGEMENT

The PMs identified and evaluated potential project risks and continually monitored project progress with risk mitigation in mind. Ongoing, detailed communication with Team Leads

helped to manage the necessary handoffs between project teams. The primary risks identified were as follows:

Risk	Potential Impact	Mitigation Strategy
Planning delays	Prolonged time spent in the planning phase could delay necessary action by the Organization and Implementation Teams	Engage early and often with Planning Team; set and adhere to milestones to ensure steady progress
Lack of interest	Misalignment of topics and content could negatively affect turnout and impact	Associate internal collaboration, experience sharing, and research; consultations with session facilitators
Perception of politicalization	DEI topics can, unfortunately, be viewed through a political lens thus biasing choice of participation	Maintaining a focus on federal relevance and a continuation of federal progress in the DEI environment
Inadequate advertising/marketing	Certain DEI initiatives may have broad reach, certain others may attract only a niche audience	Effectively market the diversity of individual session emphases, as well as the graduated and cohesive structure of the 4-session event
Technology glitches	Poor technical execution could detract from an otherwise well-planned event	Planning, testing, practicing

The potential risks touched the work of all three teams, and the PMs and Team Leads actively worked toward minimizing them.

#### SCHEDULE MANAGEMENT

In order to meet the necessary schedule to execute four sessions in October, the PMs developed and maintained a Master Schedule that outlined major tasks and milestones, and the deadlines required to meet project goals and objectives. Adherence to milestones was tracked by PMs on a weekly basis and executed in close, weekly consultation with Team Leads. Because the three functional teams were often separately, concurrently, contributing toward milestone completion, PMs also tracked and managed handoff dates during which critical responsibilities were passed from one team to another. See Master Schedule included in Appendix A.



## COST MANAGEMENT

Due to the lower program costs incurred by the virtual Associates program during a COVID year, the project budget for this project was greater than in previous years. This afforded a modestly expanded scope and the ability to leverage professional DEI expertise to supplement the contributions of Associates. The PMs managed all project costs and ensured that total expenditures came in well under the allowable project budget.

- Facilitators x3 - \$14,200
- Thank you gifts for keynote speakers, facilitators, and panelists - \$1,000

The Associates fulfilled a large proportion of duties normally performed by paid facilitators, including event framing, setting direction in session agendas, administering full registration and advertisement, panelist and keynote recruitment, and post-event surveys. Project work was insourced to the maximum extent possible. This required much close collaboration with the selected facilitators, but resulted in increased Associate learning and a much more efficient allocation of costs. Budget efficiency was maximized: only the most specialized tasks, unperformable by Associates, were provided by the paid facilitators. Associate learning was also maximized: by insourcing as much work as possible, Associates were exposed to broader and deeper practical project experience.

## QUALITY MANAGEMENT

SFEB Associate projects must address four primary criteria. In framing the project through its ultimate execution, the Associates ensured that it satisfied:

1. Contributing to Associate leadership and learning  
The project's contribution to Associate leadership and learning was substantial and twofold. First, the planning, organization, and execution of the project provided for deep exposure to topical, practical aspects of diversity, equity, and inclusion and DEI's fit within the federal government and wider society. Throughout the project year, Associates participated in formal training and thought-provoking discussions encompassing a variety of DEI issues and challenges. Additionally, the complexity of planning and implementing an event in a collaborative group setting contributed significantly to Associate leadership and learning with focused roles that allowed experiential growth, translatable to practical expertise within various federal positions held by Associates.
2. Adding value to the federal community  
The four targeted sessions comprising the project added value to the federal community by providing valuable information and the opportunity for collaboration on topical and frequently requested subject matter. The value of the project to the federal community was underscored by the signing of Executive Order 14035 in June of 2021 which included substantial executive branch guidance and established DEI initiatives as

priorities in the federal government. This project added value to the federal government by:

- a) Providing federal participants targeted, high-quality DEI exposure and training on the topics of allyship and systemic racism. For participants who were federal managers or involved in DEI decision making, these sessions were a demonstration of concept and effect of engaging, substantive workshops devoted to specific topics.
  - b) Leveraging the connectedness of the SFEB--and in particular the nimble and responsive nature of the annual Associates project--it convened participants from 29 federal agencies in 19 states to engage in discussions around federal agency DEI groups and recruitment, outreach, and hiring efforts with a DEI emphasis.
  - c) Because not everyone who registered could attend and, in order to collect and share the resources discussed and generated, the Associates assembled a DEI toolbox from the event.
3. Adding value to the wider community  
Part of the early notions of the project--even a part of an initial idea for its name--was that the federal government should aspire to reflect the people it serves. The Associates agreed early on, from the consensus decision to pursue the project, that a federal government that strives toward diversity, equity, and inclusion goals is one that more accurately reflects its society. A more representative federal government workforce better serves the wider community via an improved responsiveness to diverse needs. To the extent that this project provided a collaborative forum to discuss DEI goals--particularly Session 4's engagement with hiring, recruitment, and outreach--the project added value by helping to improve the way federal agencies interact with, represent, and potentially hire individuals.
4. Feasibility within the program's resources  
The project was feasible within the constraints of the program resources. The Associates were able to fully leverage the SFEB's Zoom license for large virtual meetings and scaled the session scope and facilitator involvement in order to maximize the experience and learning of participants.

## EVALUATION AND FEEDBACK

### TEAM PERSPECTIVES

The three project teams completed specialized work related to the planning, organization, and implementation of the event. The PMs and Team Leads coordinated handoff milestones between teams as the project progressed and met weekly for the duration of the project. Below are team-specific perspectives on the project as shared by the Team Leads.

#### Planning Team

The Planning Team's mission was to identify relevant DEI topics, to build consensus

around the content, and to schedule DEI workshops based on speaker/facilitator availability. To do this, the team both solicited input from Associates and Advisors with experience in and insights on the topic, as well as independently developed some content and structure for the sessions. The Planning Team conducted interviews of prospective facilitators, narrowed the list, and sought further focus and consensus from the wider Associates group. This process resulted in a combination of “heart and minds” and “institutional change” orientations, with a logical progression from the former through the latter in the course of the event month. The “hearts and minds” sessions served to educate the broader workforce and encourage engagement and momentum around DEI, while the “institutional change” content sought to support and extend ongoing institutional level initiatives around DEI.

The Planning Team’s project work was front-loaded: it laid the groundwork for the remainder of the execution. Because of this, planning delays would potentially reverberate through all remaining stages of the project--a major risk. Consensus on the session topics was discussed and reached at the May Associates meeting, allowing the other teams ample time to proceed toward their milestones.

Challenges faced by the Planning Team included a smaller team (three total members, due to the early withdrawal of a Planning Team Associate) and some initial differences concerning content emphasis. The team ended up using both of these challenges to advantageous ends: the smaller team size allowed for more nimble decision making, and the consensus reached on content emphasis ultimately provided a better throughline for the project sessions that were collectively of broader interest to the federal community.

*“The team’s process resulted in a combination of “heart and minds” and “institutional change” orientations, with a logical progression from the former through the latter in the course of the event month.”*  
Martin, Planning Team Lead

### Organization Team

The Organization Team was responsible for the successful execution of platform logistics, advertising, and participant registration aspects of the project. To accomplish this, the team conducted research to ensure the virtual meeting platform adequately fit the needs of the project, thoroughly designed and planned a promotional campaign to advertise the event, and set up an automated participant registration process.

The majority of the Organization Team’s work occurred mid-project, slotted between the planning and implementation phases. The Organization Team provided the project the following deliverables:

- Virtual meeting platform: researched various virtual meeting platforms including: Zoom, Webex, and Microsoft Teams. Used Zoom as it provided flexibility, leveraged existing SFEB license, and included all the necessary functions (chat, poll questions, breakout rooms, screen sharing, and capability to host 100+ participants)
- Digital flyers: produced a total of 5 digital flyers to use for promotional purposes; images and logos used by PMs and Implementation Team in additional communications

- Registration website: researched multiple registration tools and decided to use Eventbrite, a free event registration site that offered the ability to capture critical participant metrics
- Landing page on SFEB website: created on the SFEB website as another avenue to promote the event and provide visibility to the Associates' project
- Email campaign: created email templates for the promotional email campaign including a 'save the date' email, full event email, and reminder emails
- Social media posts: uploaded social media posts to the various SFEB social media accounts including: Facebook, Twitter, and LinkedIn

The Organization Team managed an overall high level of registrations and participants (see Appendix F) and leveraged the Eventbrite registration tools very effectively for the project. Communication--both SFEB internal, within and across teams, and externally to participants--was critical to Organization Team and overall project success.

*"As a team lead, it was important to keep in mind it was my role to be a facilitator and guide the group to a decision, but that doesn't necessarily mean I have to lead the team to what I'm thinking or my own opinions."*  
Andrea, Organization Team Lead

### Implementation Team

The Implementation Team's role in the project was focused on the successful execution of the four sessions and the creation of a Toolbox of resources related to DEI broadly and more specifically within federal agencies. The majority of the work of the Team was accomplished later in the year, from August through November, after the work of the two earlier teams was relatively finalized.

The Implementation Team worked to ensure successful event session days, developing detailed day-of plans and covering all necessary logistics related to hosting the virtual sessions. The team provided assistance to facilitators, panelists, keynote speakers, and participants. The Implementation Team also delivered the DEI Resource Toolbox and arranged for tokens of appreciation to be sent to facilitators, panelists, and keynote speakers.

Because the majority of the Implementation Team's work did not begin in earnest until after initial project stages--and because the team's success hinged on handoffs of earlier work from other teams--small delays or miscommunications from others presented challenges for the team. As a group, the Implementation Team would have preferred a more chronologically distributed tasking and more general project involvement over the milestone-based tasking and more specialized teaming that was pursued.

*"The ambiguity of some unclear handoffs forced the Implementation Team to trust one another, PMs, and the larger Associates group as we worked together to ensure the pieces would ultimately come together and any gaps would be filled by this resourceful team."*  
Kayleigh, Implementation Team Lead

## LESSONS LEARNED

- DEI is a challenging space to navigate.

Associates anticipated from the beginning that an event centering on DEI would likely involve some contentious issues and difficult conversations. Reality aligned with that anticipation. Navigating DEI topics can often be complex. Adding to the challenge, the prevailing political climate can influence shifts, sometimes major and abrupt, within executive agency DEI implementation efforts. While the political context within which this project was completed was expansive and favorable to DEI efforts, the climate of the recent past was decidedly not. This can lead to a whiplash effect, burnout, or cynicism among DEI proponents. Some of these notions were expressed during our sessions.

Discussing contentious issues and having difficult conversations was actually very beneficial *within* the Associates program. Several Associates expressed appreciation in engaging in these topics, repeatedly throughout the year, with a familiar group in an environment of trust.

- In virtual events, quality outcomes depend on quality inputs.

Executing a quality virtual event is no less difficult than executing a quality in-person event. The preparation logistics involved with virtual events of this project's scale are challenging, as is the timing and organization precision required during the event. At an early point in the project planning, the PMs decided to insource as much of the virtual event work as possible to the Associates. In this way, we leveraged our existing capacity as a group to organize and execute a virtual event, while furthering technical capacities and leadership skills. The resulting quality of the events reflected the extensive effort spent on inputs (behind the scenes kickoff meetings, test runs, tech checks, panelist consultations, etc).

- Duration and structure of virtual events deserves study/should be tailored.

As virtual events become ever more integral to professional life, norms and best practices concerning their structure continue to evolve. This project's mission and scope required time--both from Associates in the planning and facilitation but also from participants. In order to substantively cover project topics, the Associates decided to hold four 4-hour event sessions, every week for a month. The post-session feedback on this structure was mixed. Some participants thought the 4-hour format was slightly too long, though the breadth and depth of the event was viewed favorably. Future Associates project management involving virtual events should carefully consider a balance of project scope and participant time for engagement.

- There is clear demand for substantive discussions on DEI in a forum setting. Knowledge and actionable ideas for improvement exist in pockets within organizations, but tend to be dispersed and vary across SFEB-represented agencies.

The project sessions had high registration numbers and were well attended (See Appendix F for metrics). Participants, panelists, and keynote speakers expressed the benefits of interagency discussions concerning DEI. The need for progress and cooperation was underscored by EO 14035 signed in June 2021 midway through the project. The project revealed uneven levels of

sophistication and effectiveness on DEI initiatives across agencies. These differences strongly suggest benefits to cross-agency forum discussions on challenges and best practices. DEI progress in the federal workforce is hindered when efforts are siloed.

- Project execution is most effective in a deliberative, collaborative spirit--with good communication between Project Managers, Team Leads, and individual Associates.

There are multiple project management paths to success. As described prior in this report, the PMs organized the Associate teams in a milestone-based, specialized way. Individual selection into teams was voluntary, and anticipated workload over the course of the project was briefed at the onset. The project efficiencies afforded by specialization entailed some limits to situational awareness of general project progress at times on the part of Associates.

This method of project organization had drawbacks. Some Associates expressed a preference for being more involved with more aspects of the project, rather than focusing on a particular element. In the end, and irrespective of structure, this project succeeded due to the persistent cooperation of all Associates in an environment of trust. The lesson is that communication is paramount to all members of a team feeling involved and connected, and can help ameliorate impediments and dissatisfaction.

- Associates came to the project with varying levels of directly applicable leadership experience as well as differences in DEI subject matter knowledge. Overall, the project allowed Associates to address individual blindspots and discrepancies.

Though some Associates favored a more generalist approach over teaming along task specialization, the division into Planning, Organization, and Implementation teams was intentional: with the hope that Associates might either volunteer to leverage known strong suits or consciously choose a team in which they might develop nascent skills. In any case, the structure was intended to foster Associate opportunities to shine, learn, and/or grow.

While the logistical project workload ebbed and flowed across teams as milestones were completed, Associate exposure to DEI subject matter was constant and helpful throughout. At the monthly meeting after reaching project topic consensus, the Associates participated in a “DEI baselining” training/discussion and the exposure and engagement with DEI topics continued throughout the year. Most Associates expressed a satisfaction with individual DEI learning journeys that naturally accompanied pursuit of the project.

## Appendix A: Master Schedule for Project Management Tracking & Task List

# MASTER SCHEDULE / TASK ACCOUNTABILITY

PROJECT TITLE	Building a Stronger Federal Workforce Through DEI
PROJECT MANAGERS	Shannon De Jong Jeremy Mott
PROJECT OWNER	2021 SFEB Associates
LAST REV. DATE	11/9/21

TASK TITLE	TASK OWNER	TASK ACCOUNTABILITY / DECISION-MAKING NOTES	START DATE	DUE DATE	DURATION	PCT OF TASK COMPLETE
<b>1 Project Conception and Initiation</b>						
Initial Project Pitches and Presentations	All		1/20/21	1/22/21	2	100%
Research and Group Presentations	All		1/23/21	2/18/21	25	100%
Final Selection of Group Project	All	Requires consensus	2/18/21	2/18/21	0	100%
Initial Project Charter, Scope, and Deliverables Defined	All	Requires consensus	2/18/21	2/18/21	0	100%
Selection of Project Mangers	All	Requires consensus	2/18/21	2/18/21	0	100%
Project Initiation	All		2/18/21	2/18/21	0	100%
<b>2 Project Planning</b>						
Refine project scope and deliverables	PMs	Requires consensus	2/19/21	3/18/21	29	100%
Initial defining of tasks and activities	PMs	PMs will obtain input and feedback from all Associates	2/19/21	3/18/21	29	100%
Define team roles and responsibilities; Create work breakdown structure	PMs	Requires consensus	2/19/21	3/18/21	29	100%
DEI baselining and Team formation work	All		4/15/21	4/15/21	0	100%
Final Project Management Plan (including budget, communication, change management, risk management, master schedule, task accountability)	PMs	PMs will draft based on governing project documents already approved by all Associates; PMs will obtain approval by Associate consensus		5/20/21		100%
<b>3 Project Production and Execution</b>						
<i>May Associates Meeting</i>				5/20/21		
Plans direction/vision update and discussion	Plans Team	Presented in meeting		5/20/21		100%
Research and identify avenues for advertising	Org Team			5/31/21		100%
Research effective marketing message techniques	Org Team			5/31/21		100%
Brainstorm advertising media	Org Team			5/31/21		100%
Produce recruiting plan	Org Team			5/31/21		100%
<i>June Associates Meeting</i>				6/17/21		
Select event dates	PMs	PMs will make final decision; PMs will obtain input and feedback from all Associates		6/17/21		100%
Define target numbers for participants (minimum)	PMs			6/17/21		100%
Conceptualize and assemble potential workshop content, speakers and facilitators	Plans Team	Requires broad, emergency-brake-only scenario consensus from the group		6/17/21		100%
Narrow down to minimum 4 full-formed workshop visions/plans	Plans Team	Informational handoff to Implementation Team (to begin developing toolbox content around workshop topics)		6/17/21		100%
Establish platform requirements (ie breakout rooms, # of participants, chat, recording, Q&A)	Plans Team	Informational handoff to Organizing Team (to find how to meet platform needs for each workshop)		6/17/21		100%



Gather workshop details, identify platform needs for each workshop	Org Team			6/17/21		100%
Test virtual platforms to ensure appropriate capability; identify accessibility features for virtual platforms	Org Team			6/17/21		100%
Develop multi-step marketing plan with time-specific goals re type and amount of messaging for overall event and workshops	Org Team			6/17/21		100%
Identify preferred system and process for managing participant registration	Org Team			6/17/21		100%
Begin research on issues and resources on the topics selected by Plans Team	Imp Team			6/17/21		100%
Draft marketing message and advertising media with workshop details	Org Team			6/30/21		100%
<b>July Associates Meeting</b>				<b>7/15/21</b>		
Decide on official event title	PMs			7/15/21		100%
Complete process of booking speakers and workshop facilitators	Plans Team	Handoff to Organizing Team (to allow for marketing)		7/15/21		100%
Complete rough agendas, bios, and abstracts	Plans Team	Handoff to Organizing Team (to allow for marketing)		7/15/21		100%
Finalize topics for Toolbox	Imp Team			7/15/21		100%
Define scope of Toolbox	Imp Team	Requires consensus		7/15/21		100%
Identify distribution method(s) for Toolbox resources	Imp Team			7/15/21		100%
Send/post/upload to advertising mediums	Org Team	(Continue through October)	8/16/21	10/22/21		100%
Develop plan for M&E / post-event survey for assessing project impact	PMs			8/5/21		100%
<b>August Associates Meeting</b>				<b>8/19/21</b>		
Begin drafting Toolbox resources; Share first draft of toolbox	Imp Team			8/19/21		100%
Identify roles and needs for Associates to support events day-of; Share day-of role sign-ups	Imp Team			8/19/21		100%
Finalize advertising media	Org Team			8/19/21		100%
Finalize registration plan	Org Team			8/19/21		100%
Finalize agenda	Org Team			8/19/21		100%
Purchase and/or establish accounts on Virtual Platform(s) (Coordinate with PMs/Diana if funding needed)	Org Team			8/19/21		100%
Send initial "save the date" email and registration link	Org Team			8/20/21		100%
Conduct Session 3 & 4 planning meetings with panelists and facilitator	PMs		8/30/21	9/3/21		100%
Make event landing page live	Org Team			9/6/21	(week of)	100%
Receive final agendas from Sessions 1 & 2 facilitators	PMs/Imp Team			9/10/21		100%
Conduct Sessions 3 & 4 agenda finalization meetings with facilitator	PMs/Imp Team			9/15/21		100%
<b>September Associates Meeting</b>				<b>9/16/21</b>		
Confirm that key audience members, speakers, and facilitators are able to participate (reminder and check in)	Org Team			9/16/21		100%
Complete full draft Toolbox	Imp Team	for all Associates' feedback		9/16/21		100%
Send event reminders to invitees	Org Team		9/16/21	10/22/21		100%
Manage registration and maintain RSVP list	Org Team		9/16/21	10/22/21		100%
Manage accessibility accommodation requests	Org Team		9/16/21	10/22/21		100%
Take over event logistics (from Org Team)	Imp Team	Handoff from Org to Imp Team (Event execution)		9/16/21		100%



Coordinate and schedule pre-event test of virtual platform with Associates and speakers	Imp Team		9/16/21		100%
Connect with speakers	Imp Team		9/16/21		100%
Conduct Session 1 test run / tech check	Imp Team		9/29/21		100%
<b>EVENT DAYS</b>	<b>All</b>		<b>10/1/21</b>	<b>10/21/21</b>	
Conduct Session 2 test run / tech check	Imp Team		10/7/2021		100%
Conduct Sessions 3 test run / tech check	Imp Team		10/15/21		100%
Support any contingency planning (ie speaker no-show)	Plans Team		10/1/21	10/21/21	100%
Send event reminders to invitees	Org Team		9/16/21	10/21/21	100%
Manage registration and maintain RSVP list	Org Team		9/16/21	10/21/21	100%
Manage accessibility accommodation requests	Org Team		9/16/21	10/21/21	100%
Execute events: Work directly with speakers, ensure Associates fulfill their roles, solve last-minute issues	Imp Team		10/1/21	10/21/2021	100%
Session 1 Event	Imp Team/All		10/6/21		100%
Session 2 Event	Imp Team/All		10/13/21		100%
Session 3 Event	Imp Team/All		10/20/21		100%
Distribute Toolbox resources	Imp Team	Deadline delayed	10/1/21	10/21/21	100%
Send speakers note of appreciation and appropriate honoraria	Imp Team	Deadline delayed	10/1/21	10/21/21	100%
Post-event: gather and report metrics from platform/venue service (e.g., participation numbers, other engagement measures)	PMs/work group		10/1/21	10/21/21	100%
Post-event: Gather and report metrics from speakers/facilitators	PMs/work group		10/1/21	10/21/21	100%
Post-event: gather and report metrics from participants/audience	PMs/work group		10/1/21	10/21/21	100%
<b>4 Project Closing</b>					
<b>October Associates Meeting</b>			<b>10/21/21</b>		
Conduct Session 4 test run / tech check	Imp Team		10/26/21		100%
Session 4 Event	Imp Team/All		10/27/21		100%
Final Report Preparation	PMs	PMs will draft based on input and feedback from all Associates	10/22/21	11/9/21	100%
Final Presentation Preparation	Presentation Team		10/25/21	11/9/21	100%
<b>Presentation to ELC</b>			<b>11/9/21</b>	<b>11/9/21</b>	<b>100%</b>
Portmortem Project Review	PMs	Group discussion during monthly Assoc. meeting	11/18/21		100%

# BUILDING A STRONGER FEDERAL WORKFORCE THROUGH DEI



Dates:  
October 6, 13, 20, & 27  
Time:  
12-4pm (PDT)

The Seattle Federal Executive Board Associates invite you to an interactive event that will provide federal employees an engaging opportunity to learn how they can contribute to diversity, equity, and inclusion (DEI) in their workplace. The event will cover a variety of topics including allyship, cultural competence, forming a DEI group, and hiring. Participants will also have access to the event's DEI toolbox which is a resource for individuals to use to create sustainable change in their federal workplace.

**For more information and registration:**  
<https://www.eventbrite.com/e/162813787421>

If you have any questions, experience issues with registration, or would like to request an accommodation for the event please email:  
[sfebassociate@gmail.com](mailto:sfebassociate@gmail.com).

# BUILDING A STRONGER FEDERAL WORKFORCE THROUGH DEI

## From Empathy to Action with a Mindset of Progress, Not Perfection

Presented by The Ally League

- Kesha Rogers



Date:  
October 6, 2021

Time:  
12-4pm (PDT)

This session is designed to help individuals adopt a mindset of "progress, not perfection" in order to shift from empathy and concern to action and impact when it comes to DEI. In this interactive session, participants will learn and practice how to recognize opportunities for impactful action, to adopt a mindset that progress is more important than perfection, to learn how to respond to and recover from mistakes, and how to navigate positional advantages and disadvantages within the context of federal employment.



For more information and registration:  
<https://www.eventbrite.com/e/162813787421>

If you have any questions, experience issues with registration, or would like to request an accommodation for the event please email: [sfbassociate@gmail.com](mailto:sfbassociate@gmail.com).

# BUILDING A STRONGER FEDERAL WORKFORCE THROUGH DEI

## The Link Between Culturally Competent Individuals and Culturally Competent Institutions

Presented by

Dr. MarTeze Hammonds



Date:  
October 13, 2021

Time:  
12-4pm (PDT)

This interactive session will focus on the critical link between personal cultural competence and collective cultural competence on an agency level. The session will encourage and engage learners to self-reflect, share stories and experiences, and challenge themselves about their responsibility to become more inclusive individually and collectively. This session will provide attendees with historical context on systemic racism in our country, and to create a shared vocabulary of terms and concepts from which we can share our experiences and grow.



For more information and registration:  
<https://www.eventbrite.com/e/162813787421>

If you have any questions, experience issues with registration, or would like to request an accommodation for the event please email: [sfbassociate@gmail.com](mailto:sfbassociate@gmail.com).

# BUILDING A STRONGER FEDERAL WORKFORCE THROUGH DEI

## Starting, Supporting, and Sustaining an Agency DEI Group

Date:  
October 20, 2021

Time:  
12-4pm (PDT)

Facilitated by:  
Jennifer Arnold



This session will bring together senior managers supporting DEI groups in their agencies as well as staff involved with DEI groups to discuss how agencies can support effective DEI groups - including the formation of new groups and reenergizing or refocusing existing groups - with the goal that insights from this session will be distilled into actionable advice for senior managers. This session will consist of a keynote speaker and facilitated panel discussion.

Participants will be encouraged to consider the goal(s) of their group, how they are structured, what they do, and how they manage risk of burnout.



For more information and registration:  
<https://www.eventbrite.com/e/162813787421>

If you have any questions, experience issues with registration, or would like to request an accommodation for the event please email: [sfbassociate@gmail.com](mailto:sfbassociate@gmail.com).

# BUILDING A STRONGER FEDERAL WORKFORCE THROUGH DEI

## Federal Outreach, Recruiting, and Hiring in Alignment with Executive Branch Priorities on DEI

Date:  
October 27, 2021

Time:  
12-4pm (PDT)

Facilitated by:  
Jennifer Arnold



This session will encourage participants to consider how their agencies' current outreach, recruiting, and hiring practices may reflect biases towards certain groups and perpetuate professional and social inequities. This session will consist of a keynote speaker and facilitated panel discussion.

This engaging session will focus on creative mechanisms for conducting outreach to a range of ages and audiences, sustaining relationships with external organizations, recruiting an appropriately broad mix of talent, success stories and challenges of incorporating DEI in federal outreach, recruiting, and hiring and leadership motivations for and ultimately bringing employees in the door who reflect the people we serve.



For more information and registration:  
<https://www.eventbrite.com/e/162813787421>

If you have any questions, experience issues with registration, or would like to request an accommodation for the event please email: [sfbassociate@gmail.com](mailto:sfbassociate@gmail.com).

## Appendix C: Sample Content Agenda for Event Session

*created by Associates in consultation with facilitators for all sessions to ensure project-federal relevance*

Seattle Federal Executive Board – *Building a Stronger Federal Workforce Through DEI*

Session 3: Wednesday October 20 / 12-4PM

Session Title: **Starting, Supporting, and Sustaining an Agency DEI Group**

12:00 - 12:25 <i>Welcome, intro, framing and context</i>	Introduction to this session, context from previous sessions, framing for the keynote and session to follow – outline the range of DEI/affinity/pride groups: scale, structure, staffing, function/focus, executive support
12:25 - 1:05 <i>Keynote presentation:</i> <b>Darryl Means, Senior Advisor - DEI, CMS</b> ~30 mins and 10 mins for Q+A	Discussion of recent Executive Order and OPM guidance on diversity; define what it means to be an inclusive leader in the federal government; discuss workplace culture that fosters inclusiveness and success, and the support DEI groups provide; the need to collect data to determine needs in DEI
1:05 - 1:15 <i>break</i>	
1:15 - 1:50 <i>Panel discussion</i>	<ul style="list-style-type: none"> <li>Let's start by hearing from each of you about your DEI work group – what is the history and current status of your group? How has it evolved? – including identifying what type of DEI group from the initial framing</li> <li>DEI groups are by their nature designed to push beyond business as usual, recognizing that our systems across society give preference to some groups and ways of thinking over others. To be more inclusive and strive for equity, we must challenge assumptions and remake our systems – yet there are some clear lines about what is legal and appropriate for federal agencies and employees. How have you and your DEI groups navigated this phenomenon of pushing the boundaries and likely making executives uncomfortable but staying within the lines of what's legal?</li> <li>Are there any challenges unique to your agency – thinking about its mission, history, policies, culture, or demographics?</li> </ul>
1:50 - 2:10 <i>Breakout room discussion</i>	<ul style="list-style-type: none"> <li>What is your experience working with DEI groups?</li> <li>Are there any challenges unique to your agency – thinking about its mission, history, policies, culture, or demographics?</li> <li>What has been your experience working with leadership to navigate the boundaries of what's legal and appropriate?</li> </ul>
2:10 - 2:20 <i>break</i>	
2:20 - 2:50 <i>Panel discussion</i>	<ul style="list-style-type: none"> <li>Discuss some of the questions from the small groups.</li> <li>What are some of the opportunities and challenges that you are currently facing in your DEI groups? How are you addressing these? Are there any new ideas you would like to try or things that you are curious about?</li> </ul>
2:50 - 3:10 <i>Breakout room discussion</i>	<ul style="list-style-type: none"> <li>What inspired you from the examples and discussion today?</li> <li>What ideas would you like to continue exploring and working on?</li> <li>Do you have ideas for collaborating across agencies?</li> </ul>
3:10 - 3:20 <i>break</i>	
3:20 - 3:40 <i>Open facilitated discussion with panelists (and audience participation)</i>	<ul style="list-style-type: none"> <li>Share highlights from the small groups google doc</li> <li>Knowing that this work takes time and is not easy, what gives you hope? What opportunities do you see to expand this work? What are opportunities to collaborate across agencies?</li> <li>What practices could be standardized or shared?</li> <li>What do you most need from executive leadership to be successful? Are there any “take home messages” that would benefit senior managers from across the agencies?</li> </ul>
3:40 - 4:00 <i>Closing remarks, highlights/recap, follow-up</i>	

Appendix D: Sample excerpt: “Day-of” Process Agenda  
*representing approx ½ of Session 3; all four sessions included implementation agendas to a similar level of detail*

Time	Session Login and Prep Tasks	Virtual Interactions Needed
11:45 - 12:00	<p><b>MC, Facilitator, Keynote Speaker, Panelists(if they want/can to get on early):</b></p> <ul style="list-style-type: none"> <li>Log into the virtual room.</li> <li>MC, Facilitator, Keynote Speaker, and Panelists get audio/video set-up and name and titles loaded.</li> <li>MC recognizes agencies as seen arrive and provides ice breaker in chat of “What are you hoping to get from this session”</li> </ul> <p>Total Time: <u>  15  </u> minutes</p>	<p><b>Technical Director</b> Log in through <a href="mailto:sfebassociate@gmail.com">sfebassociate@gmail.com</a></p> <p>Ensure connectivity. All materials are ready to go.</p> <p>Ensure facilitators, presenters, and audience members, audio/video is working.</p> <p>Chat Monitor: Any tech questions notify the tech director. Any program questions notify MC.</p>
Time	Introduction To Session	Virtual Interactions Needed
12:00-12:05	<p><b>MC Say:</b></p> <ul style="list-style-type: none"> <li><i>Welcome to the session. Introduce the SFEB Associates Program, day’s event title and objective</i></li> <li><i>Intro other associates assisting and Jennifer Arnold</i></li> <li><i>Remind people to turn of camera/mic and remind them to use chat for questions.</i></li> <li><i>Transfer over to presenter.</i></li> </ul> <p>Total Time: <u>  5  </u> minutes</p>	<p><b>Technical Director</b> Ensure MC Speaker’s slide is up and audio/video is operating correctly.</p>

12:05 - 12:25	<b>Facilitator say:</b> <ul style="list-style-type: none"> <li>• <i>Introduce Agenda</i></li> <li>• <i>Frame conversation</i></li> <li>• <i>Provide Logistics &amp; Ground Rules</i></li> <li>• <i>Turn back over to MC to Intro Keynote</i></li> </ul> <p>Total Time: <u>  20  </u> minutes</p>	<b>Technical Director</b> Ensure Facilitator's slide is up and audio/video is operating correctly.  <b>Chat Monitor:</b> communicate chat/questions to MC to ask facilitator. .
<b>Time</b>	<b>Keynote Speaker</b>	<b>Virtual Interactions Needed</b>
12:25-12:27	<b>MC Introduce Keynote Speaker</b>  <p>Total Time: <u>  2  </u> minutes</p>	
12:27-12:52	<b>Keynote Speaker Say:</b> <ul style="list-style-type: none"> <li>• <i>Begin presentation</i></li> </ul> <i>Discussion of recent Executive Order and OPM Guidance on diversity; define what it means to be an inclusive leader in the federal government; discuss workplace culture that fosters inclusiveness and success, and the support DEI groups provide; the need to collect data to determine needs in DEI.</i> <p>Total Time: <u>  25  </u> minutes</p>	<b>Technical Director</b> Ensure Keynote Speaker has control over presentation materials(if has any) and that audio/video is operating correctly.
12:52-1:05	<b>Keynote Speaker take Q &amp; A</b>  <p>Total Time: <u>  13  </u> minutes</p>	<b>Chat Monitor:</b> communicate chat/questions to MC to ask Keynote Speaker.
<b>Time</b>	<b>Break</b>	
1:05-1:15	<b>MC Say:</b> <ul style="list-style-type: none"> <li>• <i>Thank Keynote speaker, announce break, and return time.</i></li> </ul> <p>Total Time: <u>  10  </u> minutes</p>	<b>Technical Director</b> Put up a placeholder slide
<b>Time</b>	<b>Panel Discussion 1</b>	<b>Virtual Interactions Needed</b>



1:15-1:20	<p><b>MC say:</b></p> <ul style="list-style-type: none"> <li>• Welcome everyone back. Have all attendees turn the camera and mics off until break out sessions.</li> <li>• Have each panelist turn cameras on if not already and introduce themselves: name, job title, agency (no acronyms)</li> <li>• Turn over to Facilitator</li> </ul> <p>Total Time: <u>  5  </u> minutes</p>	<p><b>Technical Director</b></p> <p>No slide needed.</p> <p>Ensure Facilitator and Panelists audio/video is operating correctly.</p> <p>Mute or turn camera off on attendees who do not do so.</p>
1:20-1:50	<p><b>Facilitator asks Panelists about the below:</b></p> <ul style="list-style-type: none"> <li>• Let's start by hearing from each of you about your DEI work group – what is the history and current status of your group? How has it evolved? – including identifying what type of DEI group from the initial framing</li> <li>• DEI groups are by their nature designed to push beyond business as usual, recognizing that our systems across society give preference to some groups and ways of thinking over others. To be more inclusive and strive for equity, we must challenge assumptions and remake our systems – yet there are some clear lines about what is legal and appropriate for federal agencies and employees. How have you and your DEI groups navigated this phenomenon of pushing the boundaries and likely making executives uncomfortable but staying within the lines of what's legal?</li> <li>• Are there any challenges unique to your agency – thinking about its mission, history, policies, culture, or demographics?</li> </ul> <p>Total Time: <u>  30  </u> minutes</p>	<p><b>Technical Director</b></p> <p>No slide needed</p> <p>Ensure Facilitator and Panelists' audio/video is operating correctly.</p> <p><b>Chat Monitor:</b> communicate chat/questions to MC to direct to the Facilitator.</p>
<b>Time</b>	<b>Break Out Room Discussion 1</b>	<b>Virtual Interactions Needed</b>

1:50 - 2:10	<p><b>Facilitator:</b></p> <ul style="list-style-type: none"> <li>● Explain how to move into break out room</li> <li>● Share the questions that are to be discussed verbally: <ul style="list-style-type: none"> <li>○ What is your experience working with DEI groups?</li> <li>○ Are there any challenges unique to your agency – thinking about its mission, history, policies, culture, or demographics?</li> </ul> </li> <li>● What has been your experience working with leadership to navigate the boundaries of what’s legal and appropriate?</li> </ul> <p style="text-align: right;">Total Time: __20__ minutes</p>	<p><b>Technical Director</b></p> <ul style="list-style-type: none"> <li>-Break out people into groups of 4-5.</li> <li>-Put questions in chat and broadcast to break out sessions.</li> <li>-Broadcast a 5 minute and 60 second warning prior to end of discussion that the break is coming up but that the group can continue talking through their break if they prefer.</li> </ul>
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## Appendix E: Participant Survey Feedback and Metrics

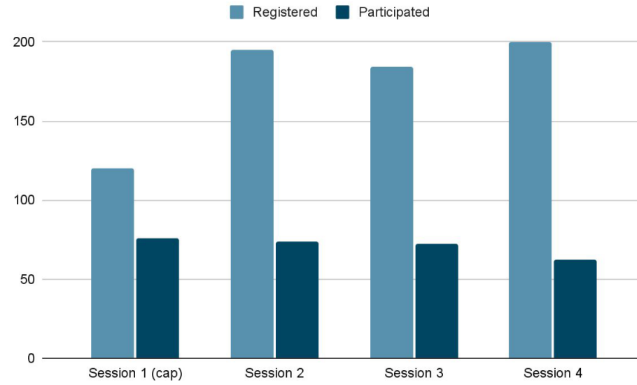
### Registration and Participant Count

Session 1: **120 → 76**

Session 2: **195 → 74**

Session 3: **184 → 72**

Session 4: **200 → 62**



### Participating Departments and Agencies

NOAA (12%)

EPA (10%)

NAVY (10%)

VA (7%)

DOT

DOI

DOJ

DOL

DOE

DOC

SBA

USGS

FAA

GSA

FBI

NMFS

FEMA

HUD

CBP

HHS

HHS

ACF

USDC

SSA

DOD

EEOC

USCID

OSHA

FTC

